Department of Defense Transformation and Human Resources

"This is precisely what transformation is about. Here we are in the year 2002, fighting the first war of the 21st century, and the horse calvary was back…being used in previously unimaginable ways…revolution in military affairs is about more than …building high tech weapons …it is also about new ways of thinking… new ways of fighting."

Secretary Rumsfeld
January 30, 2002
National Defense University

WHAT is DoD Transformation?

- Reshaping military capability for the 21st Century.
- Changing culture, business practices, processes, and organizations for sustained advantage.

Creating the U.S. Military of the 21st Century

New Defense Goals that Shape the Force

- Defend the United States;
- Deter aggression and coercion in four critical regions;
- Swiftly defeat aggression in two major combat operations in overlapping timeframes;
- Conduct a limited number of smaller-scale contingency operations.

Different operations; different capa

Creating the U.S. Military of the 21st Century

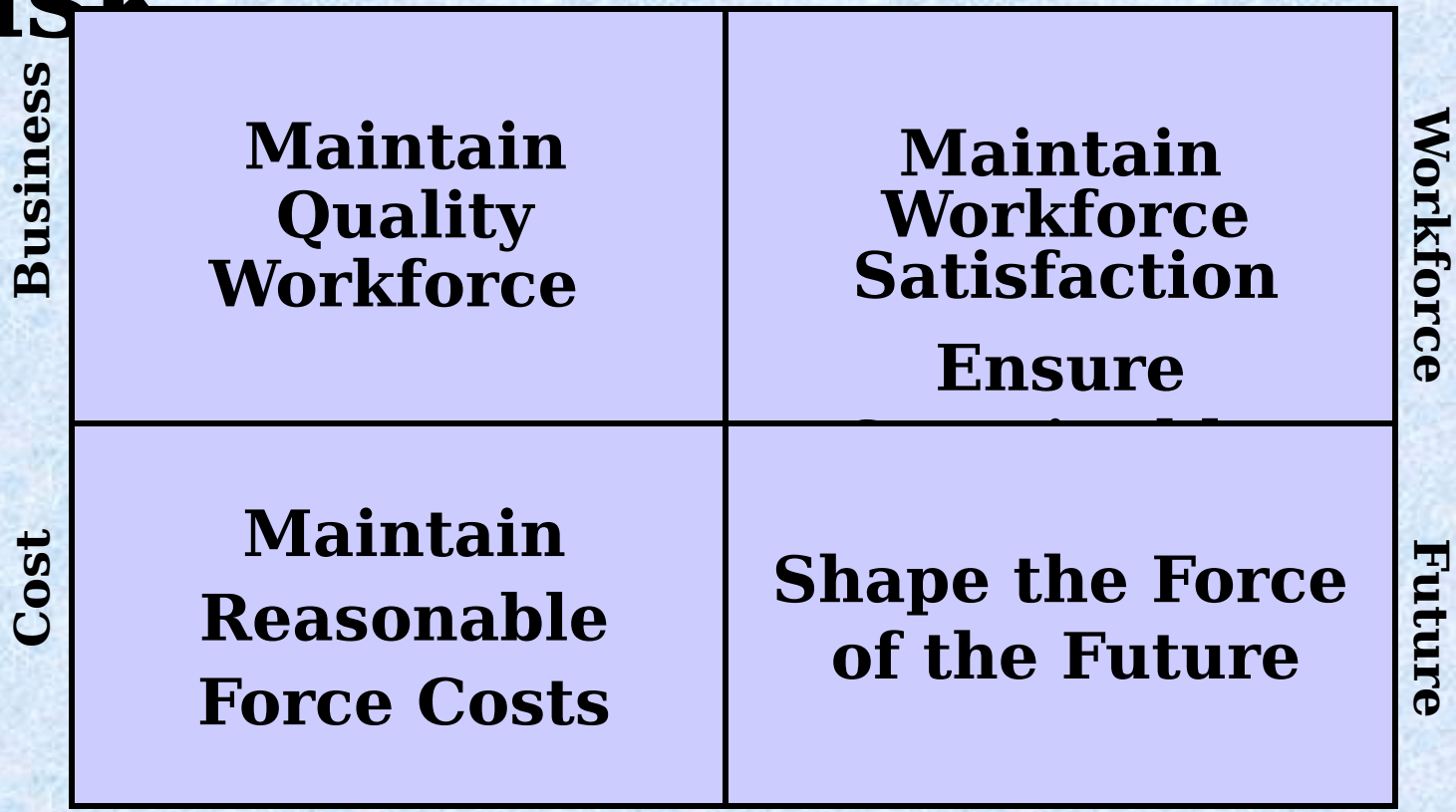
New Operational Goals to Direct Transformation

- Protect the homeland and other critical bases of operations and defeat weapons of mass destruction;
- Deny enemies sanctuary; provide persistent surveillance, tracking, and rapid engagement;
- Project and sustain force in distant “denied areas”;
- Protect information systems;
- Assure information systems and conducting effective information operations;
- Maintain unhindered access to space – and protect our space capabilities from enemy attack.

Different operations; different capa

Investment in capabilities must be balanced to avoid risk to current operational, institutional, and force capabilities and to meet future challenges. The risk is to be managed through the ***DoD Risk Management Framework.***

Force Management Risk



The Quadrennial Defense Review

"Skilled, talented, and motivated people are the foundation of a leaner, more flexible support structure. Improving the skills of the existing workforce and recruiting, retaining, training, and educating new people must be a top priority".

The Quadrennial Defense Review

"Many of the skills the Department needs are the same ones most in demand in the private sector. The Department must forge a new compact with its warfighters and those who support them – one that honors their service, understands their needs, and encourages them to make national defense a lifelong career".

The Quadrennial Defense Review

"…DoD will develop a strategic human resources plan … This strategy will identify the tools necessary to size and shape the military and civilian force to provide adequate numbers of high-quality, skilled, and professionally developed people".

Maintain the Force	Workforce Satisfaction & TEMPO
Reasonable Costs	Future Force

Maintain a Quality Force

- Meet end-strength numbers.
- Recruit
  - a sufficient force;
  - a quality force;
    - with critical skills.
- Retain
  - a sufficient, quality, skilled force;
    - with right balance of experience and promotion opportunity.

Maintain Force	Workforce Satisfaction& Tempo
Reasonable Costs	Future Force

Maintain Workforce Satisfaction & Ensure Sustainable Military TEMPO

- Ensure commitment to the military lifestyle.
- Improve Quality of Life services and programs to meet high standards.
- Maintain beneficiaries' satisfaction with the military health plan and health care.
- Measure and control the effects of TEMPO on the force.

Maintain Force	Workforce Satisfaction& Tempo
Reasonable Costs	Future Force

Maintain Reasonable Force Costs

- Monitor
  - Costs per recruit;
  - Total force costs – military, civilian, and contractor;
  - Unpaid compensation – cost of QoL programs per capita;
  - Health care system attainment of key goals.

Maintain Force	Workforce Satisfaction& Tempo
Reasonable Costs	Future Force

Shape the Force of the Future

- Implement the President's Management Agenda.
- Focus on DoD's core functions.
- Determine and meet core staffing requirements -
  - Evaluate Active/Reserve Component force mix;
  - Execute the DoD Human Resources Strategic Plan;
  - Transform DoD Training for Jointness;
  - Identify and fill future critical skills requirements (space cadre; foreign area officers; information operators, etc.);
  - Implement optimal career patterns and service obligations.